

The Impact of Management Information System on Human Resources Management Strategy "Empirical Study in the Jordanian Banking Sector"

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Abstract

The study aimed to analyze the significance role and impact of Management information System on Human Resource Management strategy in the Jordanian banking sector. The study population was all Human Resource staff in the top and middle level management of all national Banks in the Jordanian sector. The "unit of analysis" were top and the middle line managers in the banking sector, a sum of (170) questionnaires were distributed, SPSS technique used to test major and minor hypothesis such as: spearman correlation, one way ANOVA, and simple regression. The Study revealed that MIS had a significant impact at level ($P \leq 0.05$) on HRM strategies in the Jordanian Banking Sector. Also, It was cleared that 'Individual & procedures' variable had the most effective & active role in shaping the HRM strategies in the Jordanian banking sector as well.

Keywords: Management Information System, Human Resource Management Strategy, Jordanian Banking Sector.

1. Introduction:

Organizations deal with information like other competitive asset or resource. It should be managed, directed, organized, and disseminated efficiently to exhibit quality information. Meanwhile, information usually flows in four basic streams as downward, upward, horizontal and outward/inward (Haag & Cummings, 2008). Management initiates into their account that enormous amount of information flow is in organizations to be used by management, All of the above makes it possible for Human Resource Management (HRM) to understand the significance of Management information systems (MIS) in business organizations, to make their management strategies and practice efficient, in order to fully exploit the skills and knowledge of the human resource assets. Also, human resource management strategies should be integrated with the overall organizational strategies in the context of achieving the targeted goals. There has been much research conducted on Management information systems that affects human resource management strategies in different sectors.

2. The Importance of the Study

Many scholars have studied and analyzed the changing in HRM strategies to meet the ongoing challenges in the banking sector locally and global wise. Accordingly, the study significance stems from the assumption that (MIS) play a vital role in banking industry toward improving the HRM strategies in order to thrust out their strategic position in the market place. MIS can play a significance role in providing the fitting data and information both internally and externally in order to reinforce management strategies, giving initiative solutions for HRM, helping managers to take solid decisions in a large margin, and proceed the performance level in banking sector. Such positive results will improve the strategic position and put the institution in the lead. Significant needs to highlight on the impact and correlation of MIS and HRM strategies is a must for banks to succeed and prosper.

3. PROBLEM STATEMENT

The problem statement of the study lies in the fact that Jordanian Banks use Management information systems in different ways, they recognized the critical benefits that can obtain from merging MIS in HRM strategies, so the Core problem of this study embodied in answering the following question: To what extent do MIS has an impact on Human resource management Strategies in the Jordanian Banking Sector?

4. STUDY OBJECTIVES

Relying on the study problem, and its conclusive purpose, the following objectives are the focus of this research:

- a. To study the execution level of the information systems that used in Jordanian Banking Sector?
- b. To study the execution level of the Human Resource Strategies that used in Jordanian Banking Sector?
- c. To measure the level of correlation between MIS and Human Resource Strategies in the Jordanian

- Banking Sector?
- d. To analyze the impact of MIS on Human Resource Strategies in the Jordanian Banking Sector?
 - e. To find out the essential findings and recommendations that helps Jordanian Banks to cope with the reality of the current situation in the region.

5. HYPOTHESES AND STUDY MODEL

This proposed study has one main hypothesis as follow:

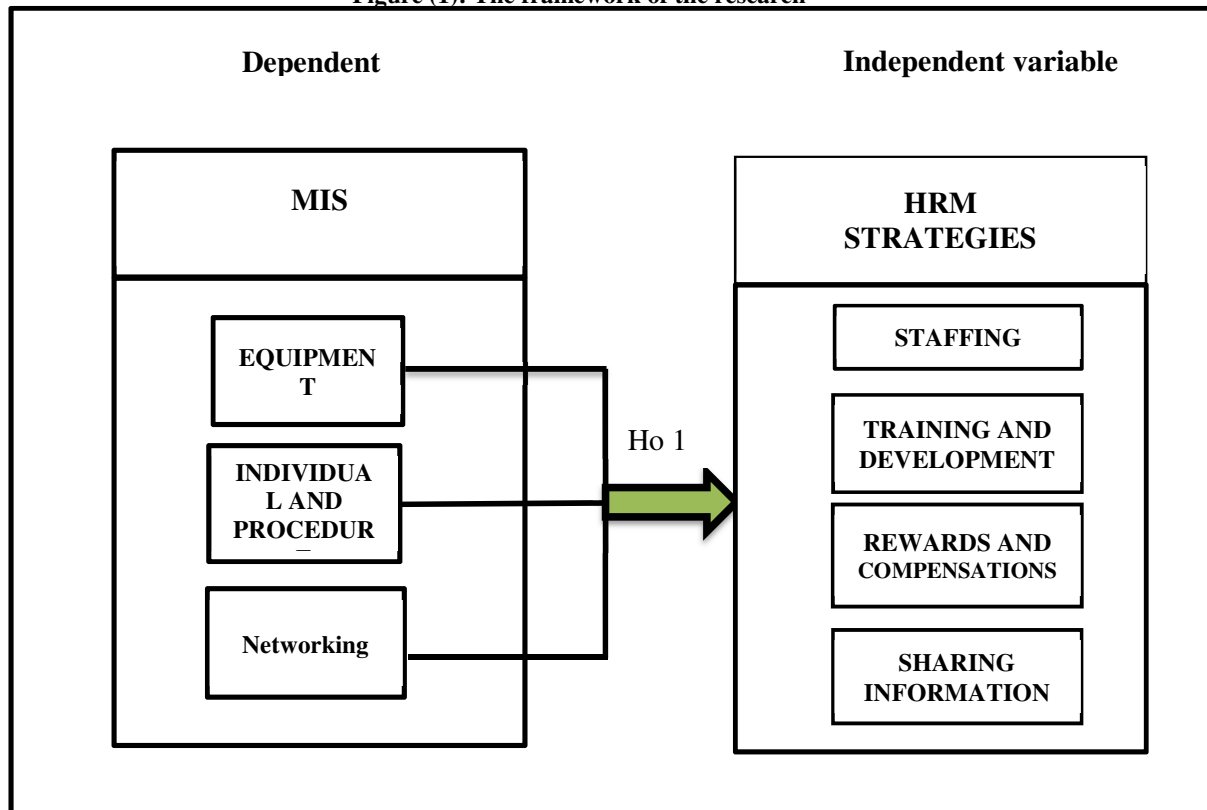
There is a significant impact of MIS at the level of ($P \leq 0.05$) on HRM strategies in the Jordanian Banks. The hypothesis is broken in to three minor hypotheses:-

- **Hypothesis a:** there is a significant impact of equipment's and software at the level of ($P \leq 0.05$) on the HRM strategies in the Jordanian banking industry.
- **Hypothesis b:** there is a significant impact of networks at the level of ($P \leq 0.05$) on the HRM strategies in the Jordanian banking industry.
- **Hypothesis c:** there is a significant impact of individuals and procedures at the level of ($P \leq 0.05$) on the HRM strategies in the Jordanian banking industry.

6. The proposed Model of the study:

The study initiate a conceptual framework that represents two main variables which emodied the study model as shown in figure (1). The first part of the model is the MIS (independent variable) variables, while the second part of the model is the HRM strategies (dependent variables).

Figure (1): The framework of the research



7. The proposed Model of the study:

The study developed a conceptual framework that represents two main variables which depicts the study model as shown above in figure (1). The first part of the framework is the MIS (independent variable) variables, while the second part of the framework is the HRM strategies (dependent variables).

8. Operational definitions

Management information system: The MIS is defined as a technical system rely on the database of the organizational entity, it is developed for the purpose of supplying information to decision makers in the organization.

Human resource strategies: It is the behaviors, attitudes, skills and values of people that are in charge of an organization's success. Banks doing well are those organizations that systematically identify, organize, develop, use and update their core competences.

Banking sector: Banks and financial institutions which provide many financial services, investing, lending as leverage to their stock holders which regulated by government agencies.

9. Previous Studies

Olughor (2016). The study investigated the relationship between human resource information system and human resource management (HRM) practices. Data was collected from employees in the management levels of Food and Beverage firms in Nigeria. The result shows HRIS influences HRM practices with improvement in communication, decision-making, workflow processes and it is viewed as a synergic factor that gives support to employee in the achievement of competitive advantage.

Al-Shawabkeh (2014). The study examines the perceivable impact of HRIS on HRM strategies in Jordanian Commercial Banks. The analysis of the study results revealed the overall consistency of findings with the model. This study makes a key contribution to the literature. The study revealed a statistically significant impact at level of ($P \leq 0.05$) of (planning HR Systems, HR Systems, Training, Assessment HR Systems, Staffing HR Systems and compensation HR Systems) on HRM Strategies in the Commercial Banks of Jordanian.

Mogandra and Deshpande (2014). This study impartial is to clarify and explore the extent of usage of a Human Resource Information System (HRIS) in middle to large sized organizations and the benefits they possess from the application of the same in the Human Resource Planning (HRP) sub-functions. Primary data was gathered by distributing questionnaires to 50 junior and senior HR managers and executives in three institutions in the city of Pune\ India. The Results revealed that institutions can achieve good HR planning efficiency and effectiveness, if HRIS adjusts with information system strategy and HR strategy. Institutions need to integrate HRIS functions with other business functions. The study outcome concluded that HRIS has to offer more intelligent capabilities to leverage and increase the effectiveness of HR planning.

Gharibah & malkawi (2013). The study objectives are to identify the impact of management information systems (MIS) on performance of governmental organizations, Jordan Ministry of Planning (case study), the study revealed that there is no impact of hardware and software equipment on the performance of Jordan governmental organizations, there is a significant impact of networks, individuals and procedures there, and management information system as a whole on the performance of governmental organizations. Finally, researchers recommended the ministry to update MIS systems continuously, engaging employees in building systems, and train then on the system.

Hussain *et al.* (2007) researched "The impact and use of Human resource information systems on human resource management Professionals". They investigated the information system usage in different sizes of many companies, also investigated the impact of information system on HR professionals. They did survey on HR professional managers in 450 british organizations and in-depth semi-structured interviews to 11 top senior executives. The results revealed that the size of organizations does not have concrete influence on Information system usage. Also, the researchers indicated that the HR professionals can enhance and leverage the positioning of organizations through strategic use of information system. Which indicate that the application of information technology is capable to provide value-added and raise the status of the human resource professionals as a whole?

Sharif (2006), the study was conducted to find the dangers which challenge electronic accounting information systems in the banking environment, as well as, to find the most significant reasons that lead to the appearance of such dangers and actions that could hinder the appearance of such dangers. The findings of the research were that good administration can limit the appearance of dangers facing the accounting information systems in the banks. It also found that the implementation of information systems security limit the potential risk of accounting information systems.

10. Literature review:

10.1 HRM And HRM Strategies

According to Armstrong (2006), human resource management is defined 'as a strategic and coherent approach to manage organization's most valued assets- the people who working there individually and collectively, contributing to the achievement of organizational objectives'. Therefore, the process in this case involves management harmonizing its human resource needs with dynamic changing situations of the environment to achieve its organizations' goals. Furthermore, as (Beer & Spector, 1985; Boxall & Purcell, 2000) stressed that HRM involves all management decisions and actions that have a direct impact on the nature of the relationships between the organization as a unit and its employees.

HRM has been challenged by numerous developments such as empowerment, downsizing, globalization, cross cultural teams, cross functional teams, learning establishments and knowledge base employees; are altering the administration viewpoints and the way they manage human resource (Kermally,

2006).

Human resource management (HRM) strategies have been a foremost concern for managers at the three levels, the reason being they are to meet their objectives through the organized efforts of others, which necessitate the effective and efficient management of human resource (Dessler, 1999).

HRM practices have testified a enormous deal of transformation over the previous years. These transformations represent two foremost changes. The first are the changes from being the area of personnel management to being the area of human resource management. The second are the changes from being the field of human resource management to being the field of strategic human resource management (Schuler, Randall S., Jackson, Susan E., 2007).

The first change integrated facilitated the recognition that human resource are the foremost essential asset in a company and are the ones who apply strategies with regard to the organizational goals and make important decisions.

The second modifications have built on the thriving knowledge base of the ability of the HR to analyze the environment around.

This transformation is based upon the recognition that, in addition to coordinating human resource strategies and MIS with each other, they need to concentrate on strategies such planning, training, recruitments, and developments to compete effectively and maintain a strategic position in the banking sector.

In order to position the financial institution for success, HR Department is entitled to engage in workforce planning. Corporately, three key principles have been identified to assist organisations in managing the workforce changes. The engagement includes: 1. Building business Potential 2. Strengthening Competitiveness. 3. Renewing the Workplace.

Looking from the aspect of strategy, HRM is an organizational function which focuses on providing appropriate human resources for the organization. HRM function is concerned with attracting, assessing, motivating, and retaining the employees the firm needs to run effectively. According to Certo & Certo, (2001, p. 67) this function found that is also responsible for activities like employee and management training, affirmative action planning, and evaluation of the safety of the work environment.

There are five functional practices of HRM which are banded together in the following areas; staffing, training & development, performance appraising, reward/compensation management and also job analysis & design (Peck, 1994; Gomez-Mejia et al., 2001).

The procedure of developing HR strategies comprises making strategic HRM options and then generating suitable strategic selections (Cappelli, 2000).

According to Wright (2008), the paramount HR strategies always stay focused on attaining the best performance from employees. Typically, this means getting employees to: Have something (skills, competencies, abilities). Feel something (commitment, engagement, motivation). Do something (come to work, be productive, serve customers, and stay with the organization).

To formulate and develop HR strategies the following approach is proposed by Gratton (2000):

1. Construct the guiding coalition – getting and involving workforce from all parts of the business.
2. create the Image of the organization's future by creating a shared vision of strategic importance to certain areas.
3. Understand the organizational current situation, capabilities and specify the gap between aspirations for the future and the reality of the present'.
4. Establish a map of the current system – 'ensure that all parts can be rebuilt into a meaningful whole'.
5. Draw the dynamics of the system as a model– ensure that the dynamic nature of the future is taken into account.
6. Bridge into action –by involving line managers and create cross functional teams to identify performance indicators and goals.

Accordingly, In today's competitive banking environment, financial managers are entitled to exploit and employ all available resources especially (ISs) at their disposal efficiently to accomplish the targeted goals of their financial institutions.

10.2 MIS

Management information system (MIS) can be defined as a support to management to deliver the competitive advantage which must support the goals of the company. Kenneth and Jane Laudon (2003), Dos Santos (1991), Define Management information system as a planned system of collecting, processing, storing, disseminating data in the form of information needed to carry out the functions of management.

The vital role of Management information system (MIS) in the Banking sector has progressed and turned out to be an important and essential part of banking operations. The increasing level of using information systems (ISs) by banks has radically taken place in all parts of the financial transactions and services.

The breaking through of technology advancements in the globe such as telecommunications, internet

services, extranet, intranet, and other related technological issues has enhanced the efficient use of (ISs) in today's knowledge economy; the growing banking sector of digital firms.

Management Information Systems could be used to provide all kind of information at all managerial levels to help decision makers draw the map of (HRM) practices in the banking sector. For instance, R&D managers rely on using all levels of (ISs) and computer network to get instantaneous charts about (HR) practices in general and the market share analysis reports, to evaluate the strategic position of the firm; Effective (ISs) must ensure the adequate charts, formats, and presentations required by decision makers to evaluate the efficient levels of (HR) practices.

Means while, experts assured that MIS enforce the use of information system that support businesses to achieve their objective. This overview has the following cornerstone elements: development and use of MIS, information system, business goals and objectives (Kroenke, 2011). In the same contrast, (MIS) provides information for strategic, tactical and operational decision making to reach and utilized by all organizational subsystems. This information support an essential component of the feedback control mechanism in these functional areas and it is important for the realization of subsystem objectives (Curtis & Cobham, 2002).

Thus, we can reveal that Management information system as a system that provides information for management practices taking place within organizations. The targeted information is selected, organized, and then presented in a suitable form to be used by (HR) managers and decision makers and for planning, organizing, directing, and controlling the organization's activities. IT, IS and MIS support HR professionals in the delivery of services and affects all HR practices (Hendrickson, 2003); The proposed system is embodied in a group of components that interact to achieve targeted purpose, mainly producing information. Kroenke (2011) have mentioned the model depending on the following elements: computer hardware, software, data, procedures and people.

11. The Methodology of the Study

11.1 Nature of the study: This study is Explanatory in term of its purpose, and its applied nature wise, though it is relied on questioner\ sampling, and a proportional random sample of the banking sector was drawn.

11.2 Study Population: The study population was all HR staff in the top and middle level management of all national Banks in the Jordanian market. Central bank of Jordan directory of 2016, indicated a total number of (13) national working banks within the industry in Jordan (CBJ, 2016).

11.3 Study Sample: The study sample was represented by a proportional random sample of the banking sector workforce, the study sample represented by the size of the banking sector consisted of 160 managers were all HR staff in the top and middle level management of all national Banks in the Jordanian market. (Sekaran, & Bougie, 2009; Al-najjar, Al-nijjar & AL-zoubi, 2013). To ensure the representation of the banking sector, (175) questioners were distributed.

11.4 Unit of Analysis: The unit of analysis is represented by the top and middle level management staff in the Jordanian banking sector.

11.5 Data collection:

11.5.1. secondary data: Main sources are: periodicals, theses, books, scientific business research and theoretical studies. Documentations were rely on American Psychological Association – APA (2010).

11.5.2. Primary data: The questionnaire was designed as a key tool to gather the primary data was a questionnaire designed by the researcher, which consisted of the following parts:-

a- Data and demographic characteristics and its data to clarify the study's sample.

b- The independent variable is MIS, where divided into three sub-variables which are: Equipment and Software, Networks within Organizations, and Individuals and Procedures)

c- Dependent variable: (Human Resources Management Strategies), where divided into four sub-variables which are: staffing, training & development, reward & compensation, and sharing information.

11.6 Validity of the study Instrument:- The instrument used for the study was the questionnaire, to insure the face validity of the instrument tool, it was arbitrated by a group of (3) academics in the universities and (3) experts in the banking industry, all constructive comments and suggestions were taken in considerations. The questionnaire was administered to a sample of 170 respondents drawn using a simple random techniques. However, only 138 questionnaires were returned out of which 170 ones distributed, about 89% were found usable for the analysis. About 11% of the questionnaires were discarded due to missing values or non-response.

11.7 Reliability of Study Instrument: table 1. represents the values of the internal consistency (Cronbach's Alpha), to all variables of the study:

Table 1. Cronbach's Alpha

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Equipment	30.1374	23.430	.549	.910
Networking	30.3130	22.479	.715	.901
Individual and process staffing	30.3406	22.049	.740	.899
Training and development	30.1703	18.928	.817	.893
Reward sand compensation	30.2691	22.382	.558	.910
Sharing Information	30.1991	17.971	.735	.909
MIS Variables	30.1227	23.101	.660	.905
HRM STRATEGIES	30.2636	22.540	.853	.897
	30.1903	20.287	.950	.884

The above figures from the table clarified that all values are greater than (0.70), Cronbach alpha for Independent Variable = 0.897, Cronbach alpha for dependent Variable = 0.884, which is an indication of an internal consistency, therefore it is statistically appropriate for the analysis (Al-najjar et al. 2013, 151).

12. DEMOGRAPHICS, HYPOTHESIS TESTING, AND ANALYSIS

12.1. Demographics

The distribution of the study sample was depicted in table (1) based on the study sample, personal, and professional characteristics, such as gender, age, experience, and managerial position. The demographic sample divided between males (68.3%) and females (31.7%). The survey showed that majority of the staff is more than (40) years old, and (26.1 %) of them are holding higher degree, while (34.1%) of them has 10 years of experience or more.

TABLE 1: STATISTICS OF THE DEMOGRAPHIC STUDY (n = 123)

DEMOGRAPHICS		FREQUENCIES	PERCENTEGES
GENDER	Male	84	68.3%
	Female	39	31.7%
AGE	Less than 30 years old	16	13.0%
	30 years-less than 40	31	25.2%
	40 years- less than 50	51	41.5%
	Over 50 years old	25	20.3%
EXPERIENCE IN BANKING INDUSTRY	One to-less than 5 years	25	20.3%
	5 years to- less than 10	56	45.5%
	More than 10 years	42	34.1%
MANAGERIAL POSITION	Associate Degree	12	09.7%
	Bachelor Degree	79	64.2%
	Higher degree	32	26.1%

Study Questions statistical Results

Does the banking sector apply the HRM strategies systematically?

Table (2) delivered the answers of the main study questions.

The statistical results showed that the arithmetic mean of applying MIS in the banking sector is (3.73), and for the HRM strategies is (3.81). Also, based on Pearson correlation test on table (3), it is very clear the positive relationship between the independent variable (MIS) and the dependent variable (HRM Strategies), the testing result as shown is (0.715) which consider to be a strong and positive relationship.

TABLE 2: Descriptive Statistics

	N	Mean	Std. Deviation
Equipment	123	3.8634	.58299
Networking	123	3.6878	.59514
Individual and process	123	3.6602	.63501
staffing	123	3.8304	.98115
Training and development	123	3.7317	.74453
Rewards and compensation	123	3.8016	1.19795
Sharing Information	123	3.8780	.54660
MISSTRATEGIES	123	3.7371	.50313
HRMSTRATEGIES	123	3.8105	.70994
Valid N (listwise)	123		

These results are very important which carrying a clear indication that banking sector in Jordan is very concern to apply all technical and managerial means to stay competitive and awake to the surrounding environment to cope efficiently with the challenges and economics fluctuations facing the growing economies in the middle east generally, and the kingdom of Jordan in exact.

TABLE 3: Pearson Correlation

		MISSTRATEGIES	HRMSTRATEGIES
MISSTRATEGIES	Pearson Correlation	1	.715**
	Sig. (2-tailed)		.000
	N	123	123
HRMSTRATEGIES	Pearson Correlation	.715**	1
	Sig. (2-tailed)	.000	
	N	123	123

**, Correlation is significant at the 0.01 level (2-tailed).

12.2. Testing the Major Hypothesis

Ho 1 -: "There is a significant impact of MIS at level of ($P \leq 0.05$) on HRM strategies in the Jordanian Banking Sector".

Tables (4), (5) and (6) portrayed the model and the subsequent result that was revealed, turned out to be positive. It showed that the value of ($R^2 = 0.511$), These figures indicated that MIS was able to explain (55 %) of the variance in the (HRM strategy) dependent variable. Furthermore, it showed that the value of ($f=126.556$) at a significance of ($P \leq 0.05$). In addition to this the value of Beta (β) is (0.715) at a significance value of ($P \leq 0.05$). Based on the result the researcher accept the major hypothesis that indicates a significant impact of MIS at level of ($P \leq 0.05$), on HRM strategies in the Jordanian Banking Sector.

TABLE 4: Model Summary^b

Model	R	R Square	Adjusted R Square	Change Statistics		Durbin-Watson
				R Square Change	Sig. F Change	
1	.715 ^a	.511	.507	.511	.000	2.020

a. Predictors: (Constant), MISSTRATEGIES

b. Dependent Variable: HRMSTRATEGIES

TABLE 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.435	1	31.435	126.556	.000 ^b
	Residual	30.055	121	.248		
	Total	61.489	122			

a. Dependent Variable: HRMSTRATEGIES

b. Predictors: (Constant), MISSTRATEGIES

Test the Minor Hypothesis (Ho 1a)

The minor hypothesis (a) of the study carried out a simple regression to be tested; table (6) portrayed the model and the subsequent result that was revealed, turned out to be positive. It showed that the value of ($R^2 = 0.216$), These figures indicated that MIS was able to explain (21 %) of the variance in the (HRM strategy) dependent variable. Furthermore, it showed that the value of ($f=33.39$) at a significance of ($P \leq 0.05$). In addition to this the value of Beta (β) is (0.465) at a significance value of ($P \leq 0.05$). Based on the result the researcher accept the

minor hypothesis (a) that indicates a significant impact of Equipment at level of ($P \leq 0.05$) on HRM strategies in the Jordanian Banking Sector”.

Test the Minor Hypothesis (Ho 1b)

The minor hypothesis (b) of the study carried out a simple regression to be tested; table (6) portrayed the model and the subsequent result that was revealed, turned out to be positive. It showed that the value of ($R^2 = 0.457$), These figures indicated that MIS was able to explain (48 %) of the variance in the (HRM strategy) dependent variable. Furthermore, it showed that the value of ($f=101.73$) at a significance of ($P \leq 0.05$). In addition to this the value of Beta (β) is (0.676) at a significance value of ($P \leq 0.05$). Based on the result the researcher accepts the minor hypothesis (b) that indicates a significant impact of Individual and process at level of ($P \leq 0.05$) on HRM strategies in the Jordanian Banking Sector”.

Test the Minor Hypothesis (Ho 1c)

The minor hypothesis (c) of the study carried out a simple regression to be tested; table (6) portrayed the model and the subsequent result that was revealed, turned out to be positive. It showed that the value of ($R^2 = 0.405$), These figures indicated that MIS was able to explain (41 %) of the variance in the (HRM strategy) dependent variable. Furthermore, it showed that the value of ($f=82.47$) at a significance of ($P \leq 0.05$). In addition to this the value of Beta (β) is (0.637) at a significance value of ($P \leq 0.05$). Based on the result the researcher accepts the minor hypothesis (c) that indicates a significant impact of Networking at level of ($P \leq 0.05$) on HRM strategies in the Jordanian Banking Sector”.

TABLE 6: Main figures of the study

Hypothesis	R	R^2	f value	β value	Durbin-Watson	Significance
Major hypothesis	0.715	0.511	126.55	0.715	2.020	$P \leq 0.05$
Minor hypothesis\ a	0.465	0.216	33.39	0.465	2.467	$P \leq 0.05$
Minor hypothesis\ b	0.676	0.457	101.73	0.676	1.855	$P \leq 0.05$
Minor hypothesis\ c	0.637	0.405	82.47	0.637	1.888	$P \leq 0.05$

13. Conclusion And Recommendations

13.1. The findings of this empirical study confirmed the following:

- The Study found that MIS had a significant impact at level ($P \leq 0.05$) on HRM strategies in the Jordanian Banking Sector.
- The study revealed that there is statistical evidence supporting the existence relationship between MIS and Jordanian Banking Sector at level ($P \leq 0.05$).
- The Study found that ‘Equipment, individual and procedures, and networking’ had a significant impact at level ($P \leq 0.05$) on HRM strategies in the Jordanian Banking Sector.
- It was cleared that ‘Individual & procedures’ variable had the most effective & active role in shaping the HRM strategies in the banking sector.
- The study indicated that (69%) of the staff are over or equal the age of 40 years old, and (26 %) of them holding higher degree, while (31.7 %) of the staff are female in the Jordanian banking sector..

13.2 Based on the study findings, the author makes the following recommendations:

- Enhancing the role of MIS along the HRM strategies is very important for making the Jordanian banking sector to cope and compete with the economic fluctuations on regional and international level.
- It's cleared that, Jordanian banking sector can play a promising role in creating more jobs in the local market, since the Jordanian universities are very well known in applying a high business education standards.
- It is obvious that the extensive use of MIS can make HR managers to spend extra time and efforts on the strategic issues, thus enhancing the applications of HRM strategies efficiently.
- It is believed that globalization is putting a high pressure on banking sectors worldwide, which make leadership very concern of using all means to enhance the success of HRM strategies.

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